

DD/A 76-0970

MEMORANDUM FOR:

Management Advisory Group

STATINTL

FROM : Director of Central Intelligence

SUBJECT : Employee Concerns About Fitness Report Evaluations

1. I have received your memorandum of 23 February 1976, wherein you express employee concerns about deficiencies that may exist in our Fitness Report system. You also thoughtfully presented a recommendation in the matter.

2. I have asked Mr. Blake, my Deputy Director for Administration to consult with the Directors of Personnel and Training and give me their thoughts on this matter. I would like to be armed with their views before I adopt my own position.

3. I will again be in touch with you on this matter.

Distribution:

Orig & 1 - Adse

- 1 - DCI/Signing Official
- 1 - ER
- 1 - DD/A Subject
- 1 - DD/A Chrono
- 1 - JFB Chrono

DD/A:JFBBlake:der (1 March 1976)

75-1104

23 February 1976

DDA 76-0921

MEMORANDUM FOR: Director of Central Intelligence

SUBJECT : Employee Concerns About Fitness Report Evaluations

1. For some time, the Management Advisory Group has been considering ways in which the current Fitness Report system could be improved. Although the DDO MAG initially called this subject to our attention, concern about Fitness Reports appears to be widespread among employees in every Directorate.

2. As we perceive them, employee concerns lie not so much in the design of the rating system itself, but in the variety of ways supervisors interpret and apply the evaluation standards. These concerns are borne out by statistical evidence that shows what we believe to be unrealistic differences in the distributions of ratings among the four Directorates, unrealistic differences within components of the same Directorate, and other deviations that seriously degrade the utility of the letter grades. The deficiencies have long been recognized, and the ranking panel system that now exists in every Directorate was in part established to counterbalance the inequities, but its degree of success is unclear.

3. Better supervisor training could serve, some believe, as a vehicle for improving rating objectivity. The one course devoted exclusively to the subject is a two-day "Performance Evaluation Workshop" offered by OTR on request. Fitness reporting and Letters of Instruction are also addressed for one day during the five-day "Fundamentals of Supervision and Management" offered ten times during 1975. Clearly, the present course offerings provide information only to a fraction of the pool of supervisory personnel, and no data are available on their effectiveness.

4. MAG believes that concerns about the lack of uniformity in the application of Fitness Report evaluation criteria are justified and that improved means of describing employee performance should be considered. We have met with representatives of the Directorate MAGs who share our concerns in this area. We recognize that any substantial change in the approach taken would have far-reaching ramifications, and while we are not without ideas, we are reluctant to make proposals in the absence of fuller appreciation of their implications. We recommend that a task force be formed to review the efficacy of performance evaluation in the Agency. We believe such a task force should be headed by senior officers from each Directorate and include administrative and line personnel in middle and lower grade levels.

STATINTL



The Management Advisory Group

DD/A Registry
File 0 & M 1

STATINTL

25X1A

[REDACTED]
Chief, Regulations Control Board
[REDACTED] Key Building

DDA 77-1145

Edgar:

1. This has been so thoroughly massaged that I would suggest publishing without further editing. If you see corrections which you think should be made, do not make them until you check with me.

2. Please note Mr. Knoche wants this published on an EXPEDITE basis.

STATINTL

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EO/DDA

3 March

EO/DDA [REDACTED] m (3 Mar 77)

Distribution:

Orig RS - C/RCB w/att
① RS - DDA Subject w/att
1 RS - DDA Chrono
1 RS - RFZ Chrono

STATINTL

Attachment: DDA 77-1145, Memo for Multiple Addressees from George [REDACTED] Asst to DDCI, dated 1 Mar 77, Subject: Regulation on Official Reception and Representation Expenses; with draft HR: Official Reception and Representation Expenses.

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FROM:

EXTENSION

NO.

DATE

1 March 1977

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

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DDA

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Jack:

Executive Registry

27-173/7

Mr. Knoche approved the attached regulation on official entertainment today. Would you please have Regulations Control Branch expedite publication. I have provided an advance copy to the Deputy Director's, Heads of Independent Offices, and those designated as Senior Agency Officials.

A/DDC1

STATINTL